

**“Why don’t people see
your company
the way it really is?”**

Perception Versus Reality

Sense 82

A Communications,
Marketing and Design
Publication of
Lippincott & Margulies, Inc.

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You look at your company and see performance, profitability, potential. Your perception of what your company is—and can be—is both realistic and positive.

However, when your publics look at your company, they are likely to see something quite different. Their perception is neither realistic nor positive. Perhaps they see the company as it has been, and fail to perceive the improved potential in all you have done to upgrade performance. Perhaps they mistake a part for the whole. Or place you in the wrong industry. Even confuse you with a competitor.

Misperceptions on the part of your publics? Undoubtedly.

But hostage to those misperceptions are your corporation's chances of marketing its stock, discouraging hostile takeover moves, competing in the marketplace, recruiting the best and brightest executives, scientists and engineers, and charting—and implementing—a steady, confident course of long-term growth.

If your company is misperceived, you are not alone. Corporations everywhere have been having an increasingly vexsome time getting their important publics to see them as they really are.

More and more of them are also taking important steps to deal with this communications challenge. They're discovering that while performance and potential are critical, they don't necessarily speak for themselves.

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There's little point in blaming the widening gap between corporate reality and public perception on the blinkered vision of, say, financial analysts, investors, lending institutions, consumers, employees or government. The causes go deeper than that. At work here is a combination of factors unique in the history of American business. To name a few:

- The virtual disappearance of the one-product company and the rise of the diversified corporation;

- The wave of mergers, acquisitions and takeovers—and the corporate identity crises and communications problems they often cause;

- The proliferation of “generics”—almost identical products manufactured and sold by competing companies;

- The intensified competition in the marketplace, making it more costly and more difficult for any product or service to stand out from the crowd;

- The bewildering array of media options—and their rising cost;

- Shifting demographics, new and rapidly evolving lifestyles—and the new and different ways of perceiving companies, products and services they entail;

- The disaffection of the stockholder (put another way, the failure of many corporations to build stockholder constituencies);

- The continuing structural change underway within the investment community;

- The inability of some managements to perceive the reality of their own corporation and its relationship to a changing marketplace; and

- The general information overload phenomenon affecting society today.

In this environment, even the best of deeds can go unperceived, the best of intentions misunderstood. Take the case of Docutel, the Dallas-based company which had pioneered automated teller machines for the banking industry in the early 1970's—and which, by 1977, had won 60 per cent of the market. To better its cash flow and support the development for a new generation of banking machines, Docutel sold off the company's service division, which had been something of a cash drain, and acquired a profitable garment manufacturer.

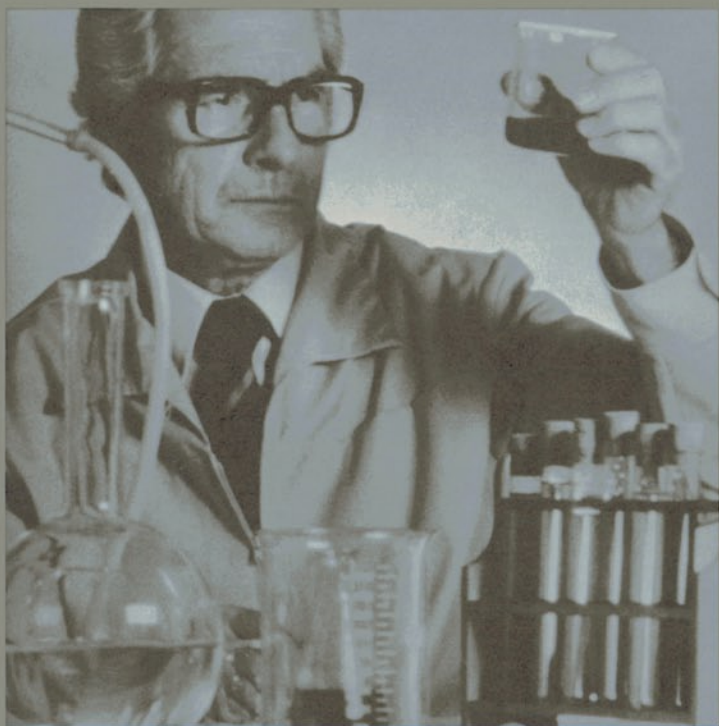
The move turned out to be financially sound. The company, which Docutel bought for \$3.8 million, returned \$11.7 million to its parent company two short years later. That was the reality.

Customers, however, perceived the sale of the service segment and diversification as signs that Docutel was preparing to withdraw from the automated teller business altogether.

“To me it was a beautiful strategy,” said Docutel president J.B. Meredith. “But our customers and even some of our friends perceived it as an exit strategy.”

While Docutel has to a large measure corrected the problems that plagued it in the past, and analysts see it as prospering in the future, there's little doubt that it has had to fight an uphill battle which better communications might have helped to avoid.

It is astounding that so many corporations, aware of the wave of takeover moves that began in the '70's and continues unabated today, do not perceive their own vulnerability. Perhaps it is because they have no unbiased comprehension of how they are viewed by their financial publics. And it is into this image gap—between what management perceives and what analysts and investors actually see—that the raiders confidently jump, bypassing potentially unreceptive management and making offers directly to shareholders.



Allied Corporation

Perception challenge:

Wall Street and the public categorized Allied Chemical Corporation primarily as a cyclical chemicals manufacturer overlooking its significant diversification and consistent earnings momentum.

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Perception solution:

With annual revenues
exceeding \$5 billion, and with
an average return on assets of
15 per cent, Allied Chemical
Corporation did not exactly
pass unnoticed along Wall
Street. Nor were industrial
consumers unaware that the
company's name and
products were among the
longest established and most
respected in the industry,
dating from 1920 when five
chemical concerns merged to
form Allied Chemical & Dye
Corporation.

Yet, as Allied recognized, the
dominant image of the
company in the eyes of Wall
Street and the public was not
only out of line with reality,
but it threatened Allied's
plans for long-term
international growth.

What Wall Street perceived
was a rather stolid
commodity chemicals
manufacturer with interests
in the oil and gas business, a
member of the Dow-Jones 30
Industrials. It was uncertain
about the emerging stream of
corporate earnings. Some
analysts focused on the
commodity chemicals aspect
of the company. Others on oil
and gas. Still others on its
manufacturing segment. No
one knew quite how to
categorize the company, in
which portfolio it belonged.

That perception was far
removed from Allied's inner
reality, however. Over the
past several years, the
company had quietly and
broadly diversified—into oil
and gas exploration and
production, fibers and
plastics, and the manufacture
of electrical, automotive and
consumer products.

And it had streamlined its
operation. Instituted new and
improved management
techniques. With a new,
strong chief executive officer
at the helm, Allied was
charting a newly aggressive
corporate strategy designed
to maintain and enhance its
consistent earnings
momentum, building on its
existing core business
competences.

The problem was to bring a
dangerously outdated and
misleading perception into
line with the impressive
corporate reality. Allied
engaged Lippincott &
Margulies to assess its then
current communications
practices and perceptions and
to create a new and
appropriate overall

communications strategy
that would position it for
sustained growth in the years
ahead. Lippincott & Margulies
also guided Allied through the
careful screening and
selection of a new advertising
agency and public relations
firm.

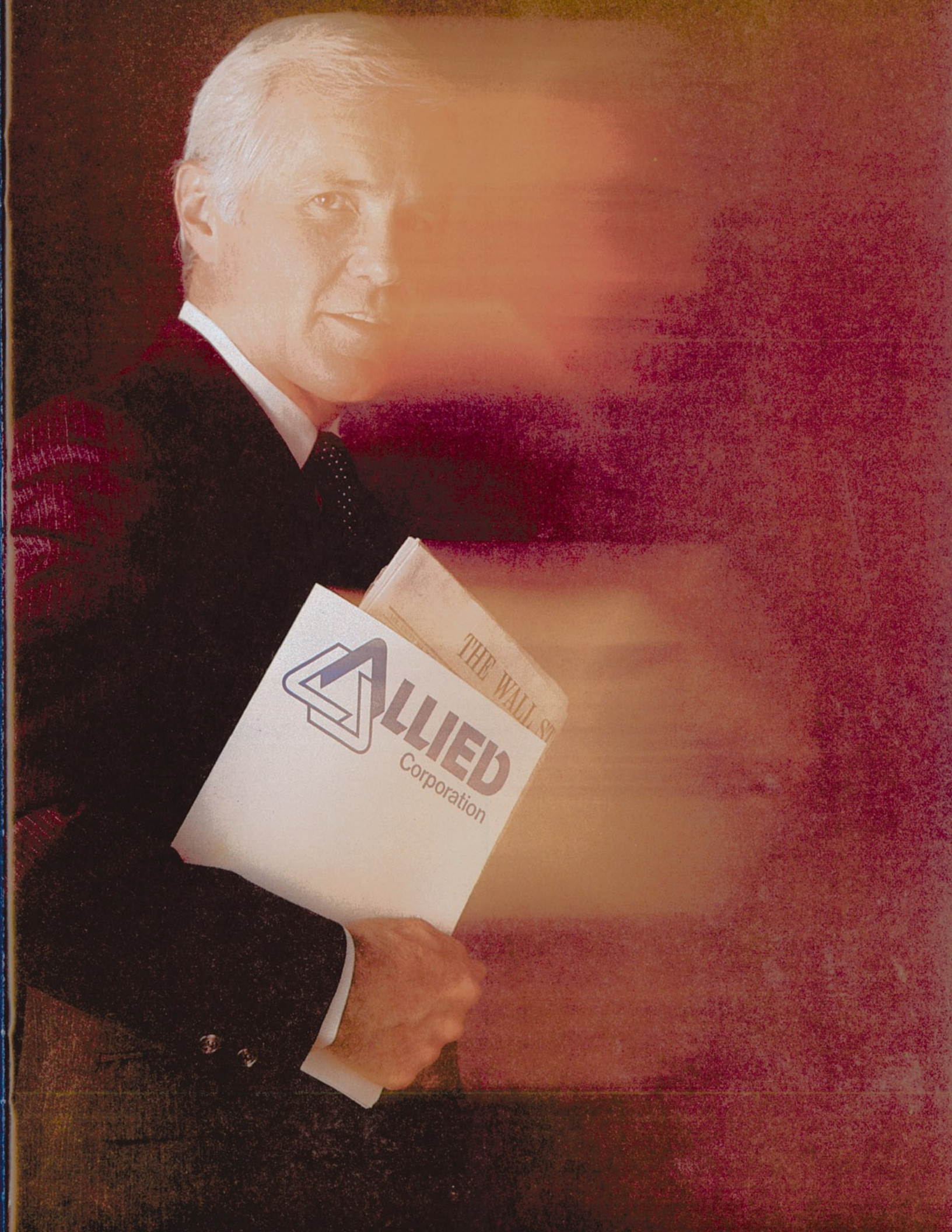
Allied's comprehensive audit
of its previous
communications efforts was
critically examined and
evaluated. Extensive data on
what Allied's major publics
thought the company was and
where it was headed (their
perceptions of Allied) were
weighed. And long-term goals
were identified.

Based on these studies,
Lippincott & Margulies
developed a new overall
communications strategy. A
new corporate name, Allied
Corporation, and a new
integral logotype, the
"A Mark," became essential
elements in the corporate
identity program.

The new name retains the
important "heritage" values
of Allied, with its positive
long-time associations for the
business community. But the
change, and the new name
itself, also signal clearly and
unequivocally that Allied,
through diversification, has
become far more than a
chemical company. And,
importantly, that it is now
poised for unlimited balanced
growth in whatever field it
wants to enter.

There is no chance that Wall
Street will miss the
significance of the new
identity program. Lippincott
& Margulies created a revised
New York Stock Exchange
ticker symbol for the
company's shares. ALD
(Allied) replaces ACD, derived
from the original Allied
Chemical & Dye Corporation
of the 1920's.

Allied's management
recognized a perception
problem and acted decisively
to overcome it—with a well
conceived and professionally
planned corporate identity
program. Today, Allied is
"getting credit where credit is
due"—for its increased
spending for oil and gas
exploration and production.
For its research and
development. For its broad
diversification program and
its strategy for growth
through future acquisitions.
Allied is now being perceived
not only for what it is—but for
where it is going, as well.



 **ALLIED**
Corporation

THE WALL ST

Presumably the high incidence of takeover moves would spur more managements to place a greater priority on building a shareholder constituency. Not so, says Irving Kristol, noted editor and Wall Street Journal columnist: "It really is extraordinary how management pays less attention to its shareholders than the average college does to its alumni."

At one time, corporations might have taken it for granted that at least the financial analysts were perceiving them correctly.

Not any more.

For one thing, there are fewer of these experts around today than there were a decade ago. Their ranks have been decimated by the end of fixed commissions on securities trading and the subsequent wave of mergers and shutdowns in the brokerage business. Also, financial analysts today are required to monitor more—and more complex—companies. Clearly, the burden is on the corporation to project its identity and communicate in such a fashion that "attention must be paid."

But attention to what? Precisely what is the corporate reality which management wants its publics to perceive? What is the particular and unique corporate identity which must serve as the keystone of any effective corporate communications strategy?

For many companies, solving this identity crisis has to be the first and critical step in bridging the gap between corporate reality and public perception. These identity crises arise most frequently in vigorous, dynamic companies as they grow through mergers and acquisitions, or thrust into new markets. Sometimes in the pursuit of growth, these corporations become amalgams of companies, difficult to "place" and thus blurring their image in the eyes of their publics. Sometimes a company is perceived as "a jack of all trades, a master of none"—not exactly what management had in mind when it plotted the course of balanced growth.

Not even the most costly advertising or public relations efforts will bring into sharp focus the identities of corporations in this situation. First, it is essential that management gain the kind of objective self-knowledge, perhaps through an outside professional communications and identity audit, which will enable it to see clearly just what the corporation as a whole has become—and what it is capable of becoming.

The professional audit may spur the corporation to divest itself of one or more companies to gain greater strength in fewer but more profitable markets. It may decide to consolidate a multitude of brands into a few leading ones. An umbrella identification may bring several divisions together for synergistic impact. Or a new corporate name and visual presence may signal a new, strong and unified corporation. In short, as a result of the audit, the corporation may decide to change a lot of what it is in order to get where it wants to go.

A clear and positive corporate identity, based on corporate reality—on what a corporation is, where it wants to go, and how it plans to get there—can be a corporation's most valuable tangible asset. In our age of misperception, it can also be the key to growth. In some cases, it could mean survival.

Seldom are reality vs. perception problems so clearly delineated. More often the gap between corporate reality and public perception widens gradually. A corporation grows through mergers and acquisitions, for example, and becomes something other than it has been. Wall Street, however, continues to see the corporation as it was or, worse, registers doubt and confusion about the moves—a



Pioneer Corporation

Perception Challenge:

Texas-based Pioneer Corporation had developed into a diversified, energy-oriented company. Yet, Wall Street identified the company as a gas and transmission utility—which it had always been, but now only in part continues to be. The company even projected this image to local customers, who, in a similar fashion, singularly characterized Pioneer as a “utility.”



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But attention to what? Perhaps the parent management wants its public to see a corporate identity which must suit its communications strategy?

For many companies, solving this identity crisis has been a first step in bridging the gap between corporate reality and public perception. Identity crises arise most frequently in vigorous, dynamic companies that, through mergers and acquisitions, or thrust into new markets in the pursuit of growth, these corporations become amalgams of different "places" and thus blurring their image in the eyes of their public. The company is perceived as "a jack of all trades, a master of none." The management had in mind when it plotted the course of balance

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Perception solution:

Perhaps regrettably, there are no ready-made, off-the-shelf solutions to corporate identity problems. Sometimes fine, strong corporations are perceived to be less than they really are—because their identities are fragmented, with separate divisions communicating in separate ways. A strong overall corporate identity just may be the answer.

But what if separate divisions within a company really do belong apart, and should be sending distinctive individual signals to different publics? How does the corporation build a unified communications strategy then?

That was the challenge Pioneer Corporation brought to Lippincott & Margulies. On the one hand, Texas-based Pioneer had always been—and continued to be—a gas and transmission utility, known as Pioneer Natural Gas. On the other hand, the parent company—also identified as Pioneer—had grown into a diversified, energy-oriented company—a development not clearly perceived by Wall Street.

Wall Street's misperception was understandable. Despite its diversification, the parent company's identification efforts, reinforced with a graphic symbol built around a gas flame, continued to focus attention on the utility division.

Lippincott & Margulies' investigations confirmed the existence of a serious perception problem. It was agreed that strong equities existed in the Pioneer name and so it should be kept. The option existed of creating a new name for the utility and transmission divisions—or for the parent corporation.

Since Pioneer was a non-limiting name with broad applicability, it was decided that the parent corporation should remain Pioneer. Two names, Energas for the utility, and Westar for the transmission division, were then created.

Lippincott & Margulies also developed a distinctive logotype for the corporation: bold letters combined with a wedge-shaped "underscore" (split by a channel to suggest drilling) of the Pioneer name.

Both the parent corporation and the divisions are now clearly and separately identified. Retaining the Pioneer name for the parent corporation communicates to Wall Street that a well-established company is now moving aggressively into additional energy-related fields. Utility analysts, on the other hand, can now focus on the gas and transmission divisions as clearly defined aspects of a strong and resourceful company.

The solution to Pioneer's perception problem was not to submerge differences, but to articulate them within the frame of an overall identity. And, at the same time, to signal the course of the parent company's future destiny.



PIONEER

frequent occurrence when acquisition strategy has not been preceded by careful corporate communications planning, especially directed to those security analysts intimately familiar with it and its industry segment.

In another instance, a diverse, multi-faceted corporation is perceived as dominated by one of its companies, perhaps a division which produces a widely exposed brand product. That's fine for the one division, but not for the corporation, which is "getting across" only a small part of its overall capabilities to the people who count.

The ways in which images separate themselves from reality are practically endless. Companies do not survive and grow by standing still, even companies whose names have become household words worldwide. Paradoxically, it is often these established companies, with historical identities, which encounter the most difficult perception problems when they attempt to move into new profit areas. Unless they project the kind of identity which provides a meaningful framework for their moves, chances are the diversification will be perceived as diluting rather than enhancing their stature.

We repeat: no corporation can afford to stand still. Yet the very motion which is part of the corporate growth process also has the power to dislodge existing images of the corporation, to shift perceptions in a positive or a negative fashion. To expect financial analysts, investors, banks, consumers and other critical publics to automatically arrive at a positive image—a favorable perception and understanding of management's moves—is to pretend we live in a world far less overloaded with "messages" and conflicting statements than we do. Which is why the creation and projection of a strong corporate identity must be one of top management's major—and continuing—concerns.

We stress that corporate communications must be a "continuing concern," because all too often management only acknowledges the existence of a dangerous reality/perception gap when a tender offer is being made. By that time, corrective action is usually too late.

Wall Street's perceptions are not shaped in a vacuum. Analysts read, bankers watch television, investors shop in supermarkets. Consumers all. And when consumers form a negative or a confused image of a corporation and/or its products and services, the tremors can be felt far and wide.

Trouble really starts when, because of a market research gap, a company perceives itself and its products one way, and the consumer in a very different way. As the domestic automotive companies recently discovered. Many American drivers now perceive the cars they once stood on waiting lines to order to be too big, too heavy, too expensive. Why can't "they" build smaller and better and more economical cars?

But was this such a radical and unpredictable shift in consumer perceptions? Or was it more that the domestic automotive industry had failed to monitor the way in which those perceptions were gradually shifting? William Serrin, writing in *The New York Times Magazine*, believes the latter. "The American automobile men, in that most isolated of factory towns, Detroit, have always had a pervasive, elemental flaw. They know, and continue to know, little outside their factory or office. They have few pursuits other than their work." Which is to say, how corporations perceive themselves, their markets and consumers, will have a strong impact on how they are perceived by their publics.



Kendall Oil

Perception challenge:

Consumers failed to recognize Kendall Oil as a precision oil lubricant for automotive product use.



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Perception solution:

Positive consumer awareness is not a prize that is won once and for all. Not in today's fiercely competitive marketplace, with its rapidly changing service and display patterns, and its unending parade of new products to solicit the consumer's attention. The marketplace is becoming an increasing blur.

That's why Kendall Oil, a division of Witco Chemical Corporation, engaged Lippincott & Margulies to devise a new packaging strategy for its precision automotive oil lubricant. The Pennsylvania company was facing increased competition from rival manufacturers. At the same time, attractively packaged products derived from a blend of Pennsylvania, Texas and Oklahoma oils were moving strongly into the increasingly popular do-it-yourself market for oil lubricants, where packaging had to motivate the customer and tell the product story.

Lippincott & Margulies developed a fresh new marketing approach that would (1) attract the eye of the consumer, (2) re-establish the Kendall product as a premium lubricant for automotive parts, and (3) reinforce the company's long-established image as a premium Pennsylvania oil products resource.

The packaging bespeaks the nature and use of the product, and identifies it as unmistakably Kendall Oil. A foil application incorporates graphics reminiscent of a piston ring. The label has been refined to enhance the visibility of the Kendall name. And the "Victory Performance" symbol has been retained but de-emphasized. Today, Kendall is equipped to contend more aggressively with a newly competitive marketplace.

Kendall

**SUPER
DSL™
Motor Oil**

*Engineered for Automobile
Diesel Engines*

1 QUART .946 LITER



Kendall



**Non-Detergent
Motor Oil**

1 QUART .946 LITER

Changing demographics, life styles, societal arrangements—they all add up to changes in the way consumers perceive products and services and companies. Corporations can build and communicate fine, strong identities which wear well in a changing world. But they cannot fix, once and for all, the image which the consumer holds. Constant tuning and attention is necessary. Consumer trends must be continually monitored.

Take the fast-food industry, for example. At one time, the White Tower chain projected the right identity for a particular era and a particular social environment. Not today. Even more recently, Victoria Station, a chain of over 100 railroad motif restaurants, devised a highly successful theme, with its box cars and cabooses adorned with 19th century British railroad memorabilia. But costs escalated, while the theme and decor remained unchanged. Business fell off. Joseph J. Doyle, first vice president of Smith Barney, Harris Upham and Company, offers this explanation: "People are getting more sophisticated, and when they are paying well over \$10 a person, they don't want to eat in a chain."

Ponderosa, on the other hand, remodeled all its steakhouses, upgraded its menu, added limited waitress service, and strengthened management. Customers perceived the positive change—and so did Wall Street. Earnings increased 60 per cent, and its shares attracted greater investor interest and recognition.

In products and services, corporations lay their identities on the line. The family that dines in a fast-food restaurant, the depositor that interfaces with an automated teller machine, the traveler who boards a plane—all in some fashion perceive not just the particular product or environment, but also the corporation behind it. The image which the consumer carries away is enforced by a smiling attendant, an environmental design, a package that bespeaks the quality of the product within. The fragments add up. An image is formed and retained.

Some companies have particularly acute perception problems simply because of what they do. Often they are in industries that are in the forefront of modern technology and that impinge on the lives of broad segments of the populace in sensitive and critical ways. Utilities, nuclear power, oil, chemicals, banking, health care, transportation come immediately to mind.

However, in today's complex and rapidly evolving world, there are few industries that do not have the potential to become problem industries. As technology advances, as we touch the frontiers of the previously unimaginable in our probings of the possibilities of recombinant DNA, the web of interconnections grows more and more difficult to disentangle. Simple perceptions become increasingly difficult to achieve, simple images more difficult to form. This ambivalence was captured nicely in *The New York Times* story headlined, "Beneficial Valium Can Also Prove To Be Bad Medicine."

Katherine Graham, chairman of The Washington Post Company, recently told the American Newspaper Publishers Association that no corporation with power and influence over people's lives can rightfully expect to be loved by the public, or even literally to be believed.

Perhaps not. But management can, as far-sighted leaders among them have demonstrated, bring perception more closely into line with reality. They can work to assure that the images formed by all their publics are accurately reflected in benefits and positive contributions to the business community and to the consumer.

How do you create an
enduring image
that bridges the gap
between reality and
perception?



Coca-Cola

Some products become such a familiar part of our life—and our life-styles—that we scarcely notice their existence. They are “taken-for-granted” on which we seldom deliberately focus. Perhaps they are most often noticed by their absence—as when we are suddenly brought up short when we can’t buy a Coke.

Yet as the people at Coca-Cola recognized over a decade ago, when you become part of the background, you can be pretty sure that someone else is clamoring for (and getting) attention in the foreground.

Overexposure (sometimes 10 or even 20 Coca-Cola signs dotting street corners within the space of a few yards) was making the product practically invisible. Competitive products stood out by sheer contrast.

Adding to the perception problem was a widening variation in the ways the unique Coca-Cola signature was being presented in the various media.

Coca-Cola’s response to these problems was to engage Lippincott & Margulies to design a program that would bring a fresh consumer awareness to the nation’s favorite beverage.

The famous Coca-Cola signature was retained but its presentation was standardized. Rather than employing a variety of colors and shapes, as had been happening, signs were now limited to rectangles of white on red, and a sweeping underlining curve reminiscent of the soft drink’s distinctively shaped bottle was added. The new look was extended to every communicative element utilized by the company.

Following the implementation of the program, the chairman of Coca-Cola announced “The biggest quantum jump in sales” in its history. Today Coca-Cola is consumed more than 200 million times daily in more than 135 countries around the world. Domestically, it is the number one soft drink, with a 24 per cent market share, outdistancing the competition.





Bendix Corporation

A well thought out and professionally planned corporate communications program—one that is capable of adapting to mergers, acquisitions, new products and diversification into new markets—should last a very long time. This is the case with the program Lippincott & Margulies devised for Bendix some 15 years ago—and which continues to serve the company today.

When Bendix came to Lippincott & Margulies in 1965, the company was well established and well recognized as a quality name in business. Yet the company was continually broadening, diversifying and progressing. And corporate management came to realize that this policy had fragmented the impact of the company's communications in dangerous fashion. Even those who did business with Bendix were apt to see it in terms of the corporate segments they dealt with, rather than as one of America's great diversified industrial corporations.

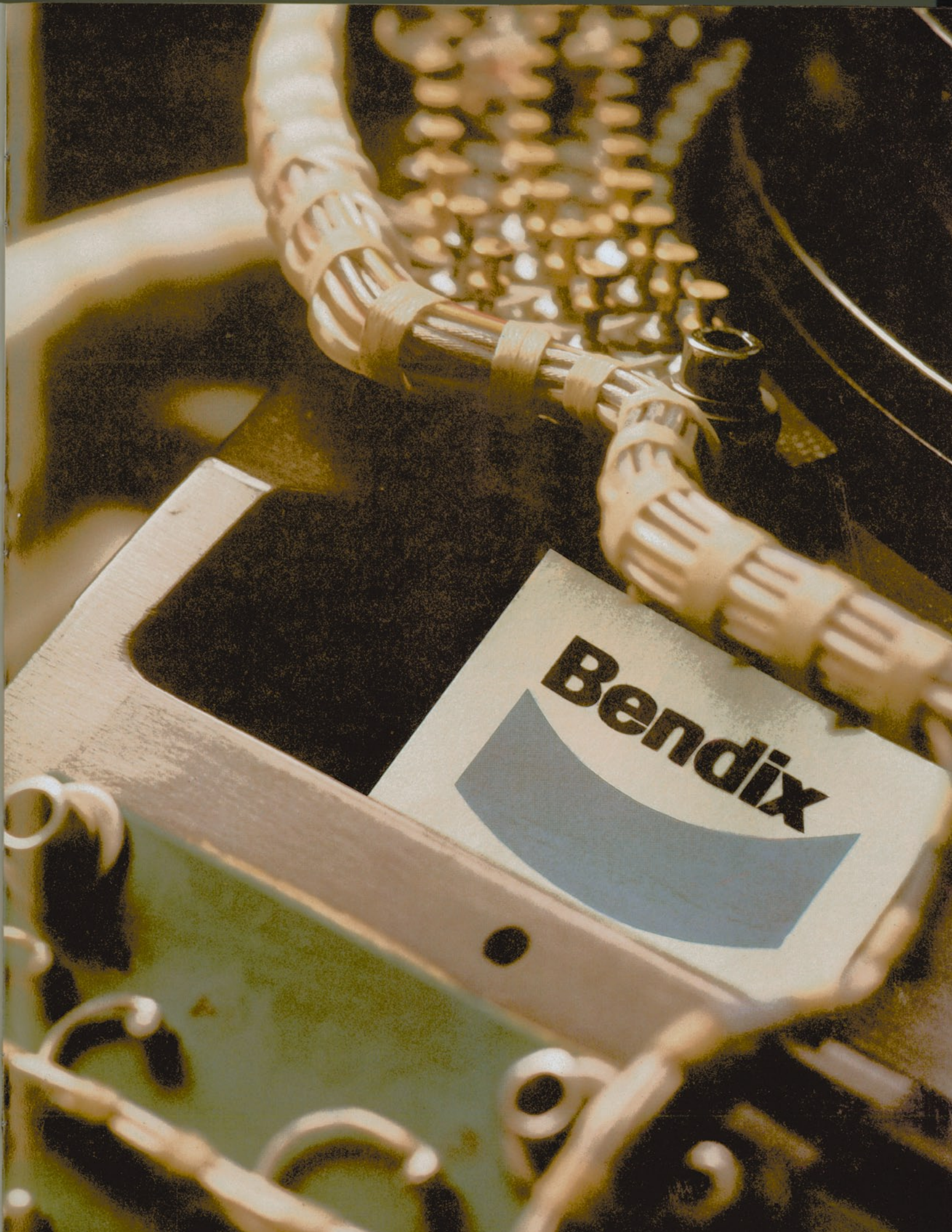
After an attempt to solve this perception problem internally, Bendix called on Lippincott & Margulies for help. Lippincott & Margulies studied the situation and recommended a plan of action which enabled Bendix to keep its profit centers identified as separate units, while at the same time centralizing its communications planning.

As a first and important step, the single word "Bendix" was adopted as the short, powerful communicative name to identify the total corporate entity in all its communications to its various publics.

To convey the modern spirit of Bendix as an innovator and a leader in its many fields of endeavor, Lippincott & Margulies replaced the company's old-fashioned lettering with a more timeless and classic form, underscored by a distinctive new "dynamark." From this base, Lippincott & Margulies proceeded to develop and implement a broad new communications program, including the repackaging of Bendix's diversified product mix.

With its then new identification plan and communications strategy, Bendix realized two important objectives. First, it decreased its former dependence on government business. And secondly, it achieved further expansion through new acquisitions.

Today, the Bendix trademark is registered in 62 countries around the world. The corporate communications program and the basic communicative tools created some 15 years ago are still serving the corporation's long-range goals and communicating to a new generation Bendix's rededication to technology in the decade ahead.



Bendix



100%
FREEZE-
DRIED
COFFEE

**Taster's
Choice**

NET WT 5 OZ (141g)

Taster's Choice

Less than five years after its introduction by the Nestlé Company, Taster's Choice had become the best-selling freeze-dried coffee in the U.S. What's more, it had achieved its market dominance at a cost of some \$5 million less in measured media advertising than General Foods provided for Maxim, which enjoys the distinct advantage of consumer association with best-selling Maxwell House.

Seldom are outstanding marketing success stories overnight occurrences. Nor was that the case with Taster's Choice. The excellent performance of the brand is grounded in a long-range marketing strategy which Nestlé developed with the assistance of Lippincott & Margulies.

When the Nestlé Company entered the freeze-dried field, it recognized that its product would have to be strongly positioned to overcome the obstacles facing it. For one thing, General Foods was already test-marketing its own freeze-dried entry, Maxim. For another, Nestlé was perceived by consumers as a producer of chocolate products. What did it know about coffee?

To offset these disadvantages and Nestlé's perceived competence in chocolate, Lippincott & Margulies recommended that the product stand on its own without corporate endorsement. Moreover, the lack of any endorsing link would, it was believed, help to prevent cannibalizing another Nestlé product, Nescafé, something that Maxim was already doing to sales of Maxwell House Instant.

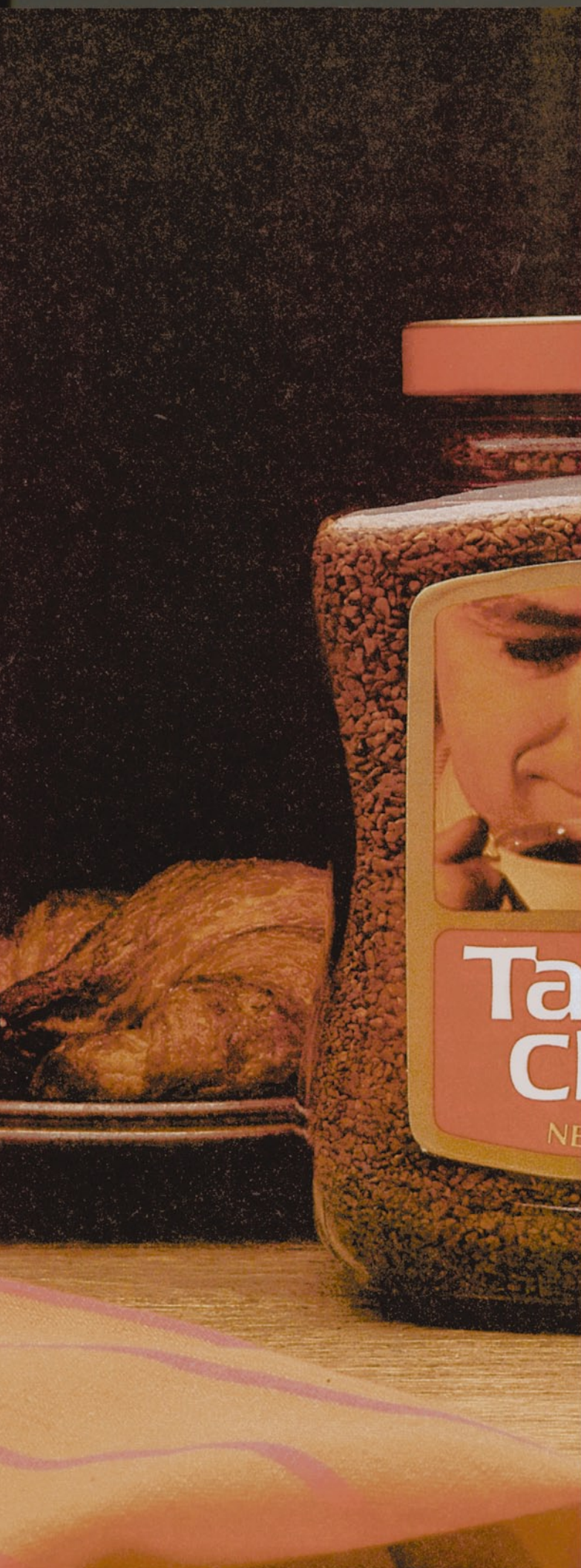
After intensive market research and study, the name "Taster's Choice" was selected to communicate the excellence and taste which today are the hallmarks of the product.

To reinforce the brand name implications of connoisseurship and full-bodied flavor, and to convey to female shoppers the appeal of the product to the male members of the family, a decidedly masculine approach was taken. In warm, virile reds and browns, the label depicts an attractive, contented man savoring the beverage.

The masculine appeal is bolstered by the container's unusual shape, which features broad, squared-off shoulders and a slightly tapering waist. This configuration offers the additional advantage of being easily gripped and has strong visual impact in mass displays on supermarket shelves. Wide areas of exposed glass also afford an unencumbered view of the shape and texture of the freeze-dried shards.

Nestlé did not just introduce a new product. It adopted a carefully researched and professionally planned marketing strategy which enabled the product to enter a competitive market and gain—and sustain—dominance of it. Taster's Choice now has approximately 18.5 per cent of the instant coffee market, more than quadruple Maxim's 3.7 per cent.





Hertz

Increasingly, visual signs and symbols have become our international language of communication. They transcend cultural and language barriers. Their meaning can be grasped while we are "on the go"—from the windows of a speeding train, a car making its way along a busy highway, even from a plane as it descends for a landing.

It was appropriate, therefore, that Lippincott & Margulies should have created for Hertz Corporation (now a subsidiary of RCA) the kind of strong, clearly identifiable visual symbol that, without words, has come to signify the full range of Hertz services to motorists and travelers from the world over.

The now familiar yellow, black and white design stands out against the green fields of the countryside and the gray pallor of the cities. Part of a total communications system, it leaps from the pages of color ads and flashes recognizably in seconds from the color TV screen. And it is also perceived as unmistakably Hertz in black and white media, as well.

Built to last, the Hertz symbol continues today to beckon to a new generation of motorists—in a new generation of cars.



Lippincott & Margulies, a pioneer in the field of corporate communications planning, offers its expertise and experience in communications, marketing and design to corporations world-wide. While each company's needs require a carefully individualized approach, the following is a list of services offered to our clients:

Corporate Communications Planning

Properly, each corporate communications plan begins with in-depth research and analysis. Management's perception of the company—what it is, where it wants to go, and how it plans to get there—is articulated. The perceptions of all of a corporation's important publics—the financial community, industrial customers and consumer audiences, employees, shareholders, government—are clearly determined.

On the basis of the research findings, Lippincott & Margulies builds the type of identity and communications programs that have helped some of the world's finest companies, large and small, to achieve their potential. The program may include stronger financial communications planning, a new verbal and visual identification system, a new packaging strategy, or a program of environmental marketing design.

Research, evaluation and the professional implementation of communications programs intensify and communicate a company's strength. Lippincott & Margulies provides a clearly defined framework on which a corporation can build to achieve its goals, whether they include diversification, increased financing capability, protection against tender offers, attracting new customers, enhancing its appeal to outstanding executives, or increasing sales.

Financial Communications Planning

Certain disciplines make the Lippincott & Margulies strategic approach to helping clients find solutions to their communications challenges truly comprehensive. One of these is Financial Communications Planning.

Effective communication with the financial community is vital if a corporation is to prosper and grow. Whether building a precise and positive identity on Wall Street, or clarifying corporate realities and objectives to selected segments of the financial community, Lippincott & Margulies offers a highly specialized financial communications planning service including:

- Perception studies and audits of client financial communications by sector;
- Assessment of individual industry category economic outlooks;
- Evaluations of institutional/retail equity weightings by segment; and,
- Specific strategic communications counsel affecting a client's communications with the financial community.

Name Development

Corporate identity is a constantly evolving discipline; even the best of names is not forever.

As a corporation grows, moves into new markets or regions, diversifies, merges, or seeks a modern profile in a more sophisticated, competitive marketplace, its name may become limiting, cumbersome, archaic or complex.

Product names can lose their lustre in the eyes of a new generation of consumers. The introduction of new products into an already crowded marketplace requires a particular sensitivity and skill.

Lippincott & Margulies has created hundreds of dynamic corporate and brand names—many of them the most clearly perceived and positively recognized in the international business scene.

Corporate Identification Systems

A corporate identification system is a cohesive, distinctive way of identifying a corporation, its divisions, affiliates, products and services.

Such a system, based on a corporation's strengths and goals, professionally planned and implemented, can strengthen the parent corporation in the eyes of its major publics. In addition, it can also lend the stature and prestige of the overall corporation to its divisions, affiliates, products and services.

In well-conceived corporate identification systems, all elements—advertising, signage, annual reports, buildings, equipment and packaging—are placed in the service of a communications goal.

The use of a distinctive, contemporary and appropriate sign or symbol can communicate quality and service. It can communicate the feeling of an "old friend"—or a new departure.

Environmental Marketing Design

Environmental Marketing Design is a relatively new discipline that has been conceived to build positive customer awareness—and increased sales—of products and services through the integration of marketing programs into the total environmental design system.

It is primarily used in retail environments—supermarkets, banks, fast-food chains, showrooms, airline ticket offices and service stations.

In environmental marketing design, architecture, fixture materials, colors, signage and graphics, all serve a specific marketing goal.

Product Development

New product development is a Lippincott & Margulies professional service that can range from the creation of one new product to the development of a broad marketing strategy. The repositioning and redesign of an existing product can significantly increase or recapture a company's share of market.

Package Planning and Design

A new package—or a new packaging system—can confer the values of an established product to a new generation of consumers. A fresh approach can carry over to several products the prestige or popularity gained by a "leader," or convey the quality identification that will justify rising prices.

Market research, product values, consumer perceptions and retailing patterns all factor into the development of a new packaging strategy.

Gentlemen:

I am interested in hearing more about Lippincott & Margulies' work first hand, at no obligation. Please contact me for an appointment with information regarding:

- ☐ Corporate Communications Planning
- ☐ Financial Communications Planning
- ☐ Name Development

- ☐ Corporate Identification Systems
- ☐ Environmental Marketing Design
- ☐ Product Development
- ☐ Package Planning and Design

Name

Title

Company

Address

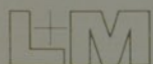
City

State

Zip

Telephone

82





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Consultants in Communications,
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Name Development
Corporate Identification Systems
Environmental Marketing Design
Product Development
Package Planning and Design